PRESIDENCY UNIVERSITY
BENGALURU

SCHOOL OF COMMERCE

MAKEUP EXAMINATION-JAN 2023

Course Code: COM 2013

Course Name: Organizational Behavior

Program   : B. Com (Prof. & Hons.)

Date: 20-Jan-2023

Time: 09:30AM to 12:30PM

Max Marks: 100

Weightage:50%

Instructions:

(i) Read the all questions carefully and answer accordingly.

Part A [Memory Recall Questions]

Answer all the Questions. Each question carries THREE marks.   (10Qx 3M= 30M)

1. What is the best correct set of examples for Surface level diversity differences and Deep-level diversity differences?   (CO No 4; Comprehension)
   A. Surface Level Diversity Difference - Perception
      Deep Level Diversity Difference – Attitude
   B. Surface Level Diversity Difference - Gender
      Deep Level Diversity Difference – Race
   C. Surface Level Diversity Difference - Values
      Deep Level Diversity Difference – Beliefs
   D. Surface Level Diversity Difference - Age
      Deep Level Diversity Difference – Attitude

2. which of the sets is correct?   (C.O.No.5) [Comprehension]
   A. Adaptive Learning - Learning towards routine activities in an organization
      Generative Learning – Learning towards new technology of its regular activities.
   B. Adaptive Learning - Re-evaluation of nature of organization's objectives
      Generative Learning - Learning without significant change in its basic assumptions
   C. Adaptive Learning - Learning associated with routine processes in the organization
      Generative Learning - Re-evaluation of nature of organization's objectives
   D. Adaptive Learning - Learning involving reevaluation of the nature of the Organization's objectives
      Generative Learning - Organization's learning as to how to learn

3. Which of the sets is correct? (C.O.No.2) [Application]
   A. Internal Cause - Subordinate attributing manager's anger to the project deadline pressure
      External Cause - Subordinate attributing manager's anger to the pressure manager himself is handling
   B. Internal Cause - Manager Attributing the Employee's performance to Employee's potential
      External Cause - Subordinate attributing manager's anger to the imbalanced emotions of the manager
   C. Internal Cause - Subordinate attributing manager's anger to the project deadline pressure
      External Cause - Manager Attributing the Employee's performance to Employee's potential
   D. Internal Cause - Manager Attributing the Employee's performance to Employee's efficiency and commitment
      External Cause - Manager Attributing the Employee's low performance to week organizational culture

4. Match the Decision-Making Styles (C.O. No. 3) [Comprehension]

1	Charismatics	A	Cerebral, Intelligent, Logical
2	Deep Thinkers	B	Unemotional, sensible, detail oriented, accurate, analytical
3	Skeptics	C	Enthusiastic, Captivating, Talkative
4	Followers	D	Brand-driven, Bargain Conscious
5	Controllers	E	Disruptive, Disagreeable, Rebellious

5. Match the following (C.O.No.4) [Knowledge]

1	Dogs a subject to train them to produce conditioned response.	A	Edward Tolman
2	Chimps piling up boxes to reach suspended banana	B	Ivan Pavlov
3	Observing the behavior of White Rats runs through an intricate maze.	C	Wolfgang Kohler

6. What is/are the best suitable examples for the Peripheral Route of Persuasion as per the 'Elaboration Likelihood Model'? (C.O.No.3) [Analysis]
   A. An advertisement designed to trigger the emotions of the audience to convince them. y.
   B. A mathematics teacher explaining logic behind a theorem to persuade his students
   C. A father explaining his child good and bad behaviors with the consequences of every behavior with an aim of teaching and persuade to adopt good behaviors.
   D. An advertisement using a celebrity to impress upon the viewers and persuade the prospective buyers.
   E. An Advertisement explaining the features of the product and convincing the audience to buy

   A. Only A & D   B. Only B & E
   C. Only B, C & E   D. All are correct

7. Motivation is the combination of which of the three components? (CO No 3; Comprehension)
   A. Propinquity, Attitude and Commitment   B. Commitment, Persistence and Direction
   C. Attitude, Goal Oriented and Consistency   D. Intensity, Direction and Persistence

8. Match the Following (C.O.No.3) [Comprehension]

1	Propinquity Theory	A	Groups are formed based on people attractiveness towards each other in terms of similar attitudes and opinions on relevant objects and goals
2	George Homans' Classic Theory	B	Groups are formed based on re-ward cost outcomes of interactions
3	Theodore Newcomb's Classic Theory	C	Group Formation & Efficiency depends on quantity and quality of activities, interactions and sentiments
4	Exchange Theory	D	Groups are formed based on the geographical proximity

9. Match the following   (C.O.No.4) [Comprehension]

1	Reward Power	A	Stems from the internalized values of the person
2	Coercive Power	B	is gained because person has ability to control resources for the targets
3	Legitimate Power	C	Is acquired because target perceive the person to be credible, trust-worthy and relevant for granting power.
4	Referent Power	D	comes from the desire on the part of the other persons to identify with the person wielding power.
5	Expert Power	E	is acquired because the person has the ability to inflict punishment or create aversive consequences

10. Fill in the blanks with the words given below   (C.O. No. 5) [Comprehension]

	Traditional Organization	*Learning Organization*
Vision	Provided by _____	Emerge from _____
Communication	Mostly _____	Mostly _____
Culture	_____	_____
Conflict Resolution	Through _____and _____	through _____

Words: Collaboration, Many Places, Hierarchy, Diverse, Collaboration, Uniform, Downward, Cross, Top Management, Multi, Power.

Part B [Thought Provoking Questions]

Answer all the Questions. Each question carries EIGHT marks.   (5Qx8M=40M)

11. Apply Attribution Theory to the following cases and identify the attribution applied and mention also what basis it is applied.   (C.O. No. 2) [Application]
    a. An employee comes late to office. The manager attributed that to negligence because employee have a habit of regularly blow off commitments.
    b. When an employee comes late to office, manager may attribute to an automobile accident that tied up traffic because all the other employees travelling on that way were also arrived late.

    An employee comes late to office. The manager attributed that to his overnight partying and subsequent oversleeping because employee have a habit of regularly late to the office frequently.

12. Martha has been assigned a team of 10 people to help her plan a major customer appreciation event. They have been working together for over a month now and they just haven't really come together as a team. She was sure she started off well. She contacted each individual on the team and let them know their responsibilities on the project.

Each of the members gets the tasks completed, but don't seem concerned with the others on the team. If someone needs help, no one pitches in to assist. If a team member has a problem, no one helps him to solve that problem. Just yesterday one of the team members had an emergency and asked if someone on the team could have a call with the sales team so she could leave early. No one offered to help so Martha jumped in to assist. Martha had to do something. This was a bad experience for everyone frankly and some folks already were talking about getting off the project. Plus she felt the event won't be as good as it could if they just came together as a team.

What should Martha do to nurture positive group dynamics which leads to Group efficiency?

(CO No 4; Application)

13. "Your filter tells you which stimuli to notice and which to ignore; which to love and which to hate. It creates your innate motivations – are you competitive, altruistic, or ego driven?... It creates in you all of your distinct patterns of thought, feeling, and behavior…. Your filter, more than your race, sex, age, or nationality, is you. Behavioral scientists generally agree that people's 'reality' (the world around them) depends on their senses. However, the raw sensory input is not enough. They must also process these sensory data and make sense out of them in order to understand the world around them."   (C.O. No. 2) [Comprehension]

As stated in the case that the role of filter is significant in the process of social perception, explain how. Explain how to avoid biasedness in forming perceptions.

14. Identify the Component of Attitude and of the following statements. Justify (C.O. No. 2) [Application]
    a. My colleague Mr. Rakesh is always Judgmental.
    b. I don't like Mr. Rakesh because he is Judgmental.
    c. I shall report about Mr. Rakesh behavior with my manager because he is always Judgmental.

15. Pfeffer notes, "Organizations, particularly large ones, are like governments in that they are fundamentally political entities. To understand them, one needs to understand organizational politics, just as to understand governments, one needs to understand governmental politics."
Elaborate the statement and discuss the Political side of the organizations.

(C.O. No. 4) [Comprehension]

Part C [Problem Solving Questions]

Answer all the Questions. Each question carries FIFTEEN marks.   (2Qx15M=30M)

16. Case 1   (C.O. No. 1 & 5) [Application]

Ken Leaves the Company

Good people and valuable employees quit their jobs every day. Usually, they leave for better positions elsewhere. Take Ken, an experienced underwriter in a north eastern insurance company, who scribbled the following remarks on his exit interview questionnaire: This job isn't right for me. I like to have more input on decisions that affect me—more of a chance to show what I can do. I don't get enough feedback to tell if I'm doing a good job or not, and the company keeps people in the dark about where it's headed. Basically, I feel like an inter-changeable part most of the time. In answer to the question about whether the company could have done anything to keep him, Ken replied simply, "Probably not." Why do so many promising employees leave their jobs? And why do so many others stay on but perform at minimal levels for lack of better alternatives? One of the main reasons—Ken's reason—can be all but invisible, because it's so common in so many organizations: a system-wide failure to keep good people. Corporations should be concerned about employees like Ken. By investing in human capital, they may actually help reduce

turnover, protect training investments, increase productivity, improve quality, and reap the benefits of innovative thinking and teamwork. Human resource professionals and managers can contribute to corporate success by encouraging employees' empowerment, security, identity, "connectedness," and competence. How? By recognizing the essential components of keeping their best people and by understanding what enhances and diminishes those components. Ken doubts that his company will ever change, but other organizations are taking positive steps to focus on and enhance employee retention. As a result, they're reducing turnover, improving quality, increasing productivity, and protecting their training investments.

Questions:

1. Do you think that Ken's self-esteem had anything to do with his leaving the firm?
2. What lesson can this company learn from the case of Ken? What can and should it now do?
   (hint: Please discuss highlighting the significance of personality assessments and its applications)

17. Case 2   (C.O. No. 5) [Application]

Microsoft, a market leader in desktop computing in 1995 with a 95% market share, faced its share of problems from 2000 to 2010 with existing products losing market share and new products not taking off. Microsoft executives blamed the system of stack ranking for the lack of innovations in the company compared to competitors like Google and Apple. Upon realizing this, Microsoft ditched its traditional performance management system in 2013 and took several initiatives to help create a new Performance and Development (P&D) system.

The new P&D system focused on employees' skills and competencies and facilitated open conversations. Through 'Connects', employees received real time feedback that helped them learn, grow, and focus on their strengths and key learning areas. This flexibility allowed managers to discuss P&D all through the year.

In 2018, the HR team partnered with Core Services Engineering and Operations (CSEO) and built a new feedback tool that would make feedback more actionable without triggering negative feelings. The new 'Perspectives' Tool was a result of studies on Brain science which showed that people were more receptive to feedback when they themselves asked for it rather than when someone wanted to give feedback. As part of Perspectives, employees were invited to suggest things that their colleagues should keep doing and actions they should rethink.

These two new initiatives had an impact on changing the mindsets of employees. They also improved communication and coordination between and within teams. 'Perspectives' also helped Microsoft rethink how it was evaluating and critiquing employees and was a step forward in building the company culture.

Satya Nadella's push for a cultural shift and a growth mindset created an enthusiasm for a new era of innovation at Microsoft. These efforts to improve innovation, collaboration, and communication also led to a business shift. In November 2019, Microsoft achieved a one trillion-dollar valuation, a 200% increase since Satya became CEO in 2014.

1. Discuss the importance of the organization culture in moulding a company to achieve its objectives in the light of this case.
2. Connect the Lewin's three step process / Kotters Eight Step process with the transition process happened in the case given.